

Housing Management Bulletin



7, No. 3

MANAGEMENT DIVISION
NATIONAL ASSOCIATION OF HOUSING OFFICIALS

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May 22, 1944

NEW OFFICERS AND COUNCIL MEMBERS

NAHO-FPHA HOUSING MANAGEMENT FIELD SURVEY BEGINS

At the annual business meeting of the Management Division in Chicago on May 6 the following officers and members of the Executive Council were elected:

CHAIRMAN -- Lawrence M. Cox, Executive Director, Housing Authority of the City of Norfolk

VICE-CHAIRMAN -- Raymond E. Nelson, Director, Division on Management Standards, Housing Authority of the City of Los Angeles

EXECUTIVE COUNCIL

Three-year terms -- Mrs. May Lumsden, Director, Bureau of Tenant Relations, New York City Housing Authority; John MacGathan, Executive Director, Municipal Housing Authority of the City of Schenectady

Two-year term: John Schlarb, Jr., Executive Director, Housing Authority of the City of Tacoma

One-year term: Ervin W. Blum, Executive Director, Housing Authority of the City of Houston

First order of business for the new Council is consideration of the various Committee reports submitted at the time of the annual meeting. One of the reports (from the Committee on Bylaws and Organization) raises important questions as to the operation of the Division and they are to be thoroughly analyzed within the next month. The reappointment of old Committees and the assignment of new ones will follow this review of the past year.

On March 20 of the year 1943 the Housing Management Bulletin announced with a great sense of reporting the current scene: "Plans are being shaped up rapidly for a field study of management of low-rent, large-scale housing under the sponsorship of the Management Division."

Now, on May 20, of the year 1944, the Housing Management Bulletin announces -- and again with a great sense of reporting the current scene -- that:

Starting May 19 Mr. Arthur Bohnen will conduct a survey of approximately 140 projects in approximately 50 different communities--the survey to be complete within about eight months.

The field study is being undertaken with the cooperation and assistance of the Federal Public Housing Authority and is to be in the nature of an operation and maintenance "audit." Management problems will be analyzed to determine the best possible means to their solution and to develop standards for future housing design.

Method of Operation

Although the study will cover many of the public projects built in recent years, attention will also be given to private housing of similar type. Projects to be visited have been selected on the basis of their size, construction, management, and geographic location, so that a sampling of various typical developments will be possible.

Both the field work and the analysis of the NAHO study will be correlated with the activities of the various committees of the Management Division whose work is related to the "audit." For the purpose of making intelligent comment on comparable items in all projects reviewed by the survey, it has been decided to use the classification of accounts for public housing as the index for the subject matter of this study. The amended FPHA classification will be used with certain modifications and additions to assure adequate coverage.

Itinerary

The list of cities which Mr. Bohnen is tentatively scheduled to visit is as follows:

Buffalo, New York
Syracuse, New York
New York City

Boston, Massachusetts
 New Haven, Connecticut
 Bridgeport, Connecticut
 Newark, New Jersey
 Camden, New Jersey
 Philadelphia, Pennsylvania
 Baltimore, Maryland
 Washington, D. C.
 Atlantic City, New Jersey
 Beaver County, Pennsylvania
 Pittsburgh, Pennsylvania
 Charlestown, West Virginia
 Richmond, Virginia
 Norfolk, Virginia
 Wilmington, Delaware
 Knoxville, Tennessee
 Nashville, Tennessee
 Atlanta, Georgia
 Columbia, South Carolina
 Charleston, South Carolina
 Jacksonville, Florida
 Miami, Florida
 Mobile, Alabama
 New Orleans, Louisiana
 Houston-Galveston, Texas
 Corpus Christi, Texas
 Austin, Texas
 Fort Worth-Dallas, Texas
 Memphis, Tennessee
 Detroit, Michigan
 Toledo, Ohio
 Cleveland, Ohio
 Columbus, Ohio
 Cincinnati, Ohio
 Indianapolis, Indiana
 Milwaukee, Wisconsin
 Minneapolis, Minnesota
 Tri-Cities
 St. Louis, Missouri
 Springfield, Illinois
 Amarillo, Texas
 El Paso, Texas
 Tucson, Arizona
 Phoenix, Arizona
 Los Angeles, California
 San Diego, California
 San Francisco, California
 Sacramento, California
 Portland, Oregon
 Seattle, Washington

A BARGAIN

Management Source Book—\$1.50

Have you bought your copy of "Housing Management" by Beatrice Rosahn and Abraham Goldfeld? It's a 414-page source book of tested management techniques, marked down from original publishers' price of \$4 to \$1.50. Distributed exclusively by NAHO.

A DISINFESTATION SYSTEM PRACTICED IN ENGLAND

From a paper by A. W. McKenny Hughes, published
 by The Institute of Housing, Incorporated, Birmingham, England
 CONTROL MEASURES IN NEW HOUSING ESTATES.

First, let us tackle the problem of the new housing estate, and consider what can be done to ensure that it is kept free from infestation. First and foremost the furniture of tenants taken from buggy homes must be dealt with. A practice which has been successful and satisfactory in many parts of the country has been to treat tenants' furniture with hydro-cyanic acid gas in vans in transit. There are various methods of doing this; for instance, H.C.N. can be pumped in as a liquid under pressure from outside so that it will vaporize through a nozzle immediately on release into the van; it may be poured into shallow vessels and allowed to evaporate; it may be released from some porous absorbent such as kieselguhr or wood pulp; or it is occasionally generated from sulphuric acid, water and sodium cyanide in pots, this is usually known as the "pot" or "dumping" method. In some areas liquid cyanide is boiled off in special canisters, and in this method vans are so constructed that they are heated throughout the application and a special extraction apparatus removes the gas at the end of the operation. Occasionally fumigation chambers are constructed, into which the whole van is driven and there treated with H.C.N. If an adequate concentration of H.C.N. is given there is no doubt that the method is wholly efficient, but it must be remembered that H.C.N. is a particularly dangerous gas, very poisonous to human beings, which must be handled with the greatest respect. Adequate ventilation is necessary and it is undesirable that bedding should be treated in this way. If this is unavoidable, such bedding must be retained by the authority dealing with the matter for such a period that there is no possibility of the gas being retained inside the stuffing before the bedding is returned to the tenant. Upholstered furniture also presents a somewhat similar problem, and usually such articles, while being returned to the house at the same time as the rest of the goods, are locked up in a room for an extra period, and to this the tenants are not given access until it is ensured that ventilation has taken place.

One or two boroughs are experimenting with fumigation in vans with heavy naphtha, and experiments so far have proved very satisfactory. The advantage here is that the gas is not toxic to human beings in the concentrations with which they are likely to come in contact, and that bedding may be treated at the same time in the vans. The whole process can be carried out in some seven hours. No damage is done to fabrics, furniture, and the like.

Sometimes some form of sulphur is used in vans. The disadvantage of this method is that sulphur is not a good ovicide, and it also has a bleaching and tendering effect on certain fabrics, and a tarnishing effect on certain metals. Some authorities rely on spraying the furniture with a contact insecticide prior to removal to Council property. Unless every crevice where eggs may be laid is brought in contact with the liquid it is unlikely that this method will prove to be satisfactory.

It has often been found that tenants do not wish some of their articles to be treated, they are afraid that they will be damaged, or there may be other objections. For this reason it is always difficult to ensure that all the goods are treated before being taken to new Council houses. Therefore a watchful supervision is necessary to prevent evasion.

THE MASTHEAD

In the masthead are three members of the play school at Bartram Village in Philadelphia -- a 500-unit war housing development of permanent construction managed by the Philadelphia Housing Authority. The picture appears in the Authority's report for July 1, 1941 to June 30, 1943.

The report states that the child-care programs of the Authority's eight projects are one of their most outstanding achievements. Play centers for children from 2½ to 6 years of age are in operation in four of the developments. They are operated strictly by resident volunteers under the supervision of a consultant in child care furnished by the city Board of Education.

All-day nursery schools are in operation at three other developments of the Authority. They are operated by a professional staff furnished by the Philadelphia Committee for the Day Care of Children, a subsidiary of the Council of Defense, and are for the children of employed mothers.

FINANCING COMMUNITY ACTIVITIES

At University-John Hope Homes in Atlanta a system of collecting a voluntary "Community Dollar" from tenants regularly every year has financed a successful community activities program for the past two years. More than \$2400 has come in from the 1281 families in the community under this plan.

In a well printed and interesting little booklet just recently published called "Your Community Dollar," the system is described and the results summarized. A copy of the booklet is available from NAHO free upon request.

DO WE HAVE A REALISTIC TENANT SELECTION PROGRAM

by Oscar C. Brown, Manager
Altgeld Gardens, Chicago

This question -- do we have a realistic tenant selection program? -- was posed for consideration at the conference of NAHO's North Central Regional Council in Chicago on April 11. Mr. Brown was assigned to lead discussion on this question. Reprinted below is part of the statement which he read to the session.

It might be well to try to provoke thought and discussion through three specific questions on the subject:

1 -- Can we justify the amount of money spent in verifying substandardness of applicants' previous housing if the family's inability to provide safe and sanitary housing is the true criterion of eligibility?

2 -- Would a certificate from the applicant setting forth the substandard conditions of his present home be as useful as a home visit from our staff?

3 -- Should we turn down families of low income who are spending more than a fair share of their income to rent safe and sanitary dwellings?

Let us consider these three questions in the order given.

Question No. 1—Make Income the Determining Factor?

Whereas inability to provide decent, safe, and sanitary dwellings out of family income is a prerequisite to our consideration of the applicant, it is only the first step in our determination of eligibility. It is relatively easy to determine income from a statement of the applicant and a verification from the source of such income. Income in most cases, is subject to exact determination. This is not so with substandardness of housing. An actual home visit by trained personnel seems imperative if we are to be assured of serving those for whom the law was enacted.

Though the home visit is the most expensive and time-consuming step in the tenant selection procedure, there appears to be no satisfactory way to eliminate it. How much time and money can justifiably be spent in this step? There are many factors that will enter into consideration in determining how much should be spent in the tenant selection process. No rule of thumb method can be used in fixing the exact sum to be spent. Time, locality, and local conditions are all matters for consideration. What was reasonable in 1940 may be excessive today; and the amount required for Denver may not be enough to do a good job in Chicago. The only rule that may be fixed would seem to be the rule that we are justified in spending whatever amount is necessary in selecting as tenants for public housing those who are in the lowest income group, who are in the greatest need of being rehoused. The huge sums of public monies spent in building housing projects will be justified only if we bring into them the lowest income families who are in the greatest need of housing.

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Question No. 2—Would a Certificate of Living Conditions Serve the Purpose?

This brings us to the second question. A certificate from the applicants, setting forth the substandard condition of their homes, not only would not be as useful as a home visit from our staff, but, as a matter of fact, it could not be of sufficient reliability to justify its use in lieu of such home visit. In the first place, a great many eligible families would not be able to recognize the many factors that make their housing injurious to health, safety, and morals.

Persons who have always lived in makeshift, overcrowded places of abode, located in run-down and offensive neighborhoods, in hazardous structures, with no healthful water supply, without privacy or adequate toilet, cooking, lighting, and bathing facilities, may be but little, if at all, aware of these factors as being injurious to health, safety, and morals. The inability of the applicants to recognize or evaluate these factors would make it very difficult for an office interviewer to obtain a true picture of the dwelling needs of such applicants, without an actual home visit.

On the other hand, those who are most sensitive to housing inadequacy, with ability to describe or exaggerate substandard factors, would usually obtain preferential consideration if selection were made without a home visit. Moreover, if there were no home visit, it would be most difficult to determine the relative need for several applicants having about the same income. It would seem inevitable that we would reject applicants who were very much in need of housing and at the same time bring into the project applicants whose needs were relatively slight. This type of "hit and miss" procedure would subject the entire housing program to justifiable attack.

Question No. 3—Should the Amount Currently Being Paid in Rent Be a Determining Factor?

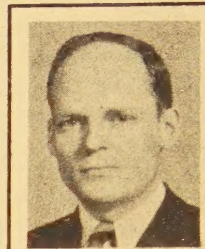
Finally, let us consider the last of the three questions: "Should we turn down families of low income who are spending more than a fair share of their income to rent safe and sanitary dwellings?" Excessive rent payment by low-income families may prove just as much, if not more, injurious to the family than several other basic substandard factors. Excessive rent for a standard dwelling may not leave the family enough to buy proper food. Lack of proper kitchen facilities in a substandard low-rent home may make it impossible to properly prepare the food that a family is able to purchase.

On the one hand, the family does not have the proper food but can well prepare such as it has; and, on the other, the family has the proper food, but has no way to prepare it well. The lack of sufficient food may be as injurious to the family as poorly prepared food.

This same family that pays too great a proportion of its income for a decent home may meet disaster in other ways: for instance, the children may contract pneumonia because the only clothing that can be bought is inadequate for the zero weather in which they have to go to school. This is

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WE PRESENT . . .



**COMMITTEE
CHAIRMAN
GEORGE
SCHERMER**

Mr. Schermer has served the Management Division for the past two years as the Chairman of its Committee on Rent Policy, and from the first of this year up to the time of the Annual Meeting this month he has been a member of the Division's Executive Council.

Mr. Schermer has been a houser since the spring of 1938, when he joined the staff of the Chicago Housing Authority as the Tenant Relations Counsel at Julia C. Lathrop Homes. In the fall of 1939 he took over the supervision of the Authority's Central Tenant Selection Division and continued in that capacity until 1941. In January of that year he transferred to the Detroit Housing Commission. He is now Administrative Assistant to the Director-Secretary of the Commission, under which more than 8900 units of low-rent and war housing are managed.

Mr. Schermer's early interests were in the field of agriculture. He attended the School of Agriculture at the University of Minnesota, his home state, and then decided on a career in public administration. In 1937 he graduated from the University of Chicago.

Through his work with the Committee on Rent Policy, Mr. Schermer has expressed his housing "philosophy:" "Public housing ought not to be a media for redistributing wealth, relieving the tax burden of the tenant, or of supplementing income...every public houser should be interested in participating in civic government programs to ameliorate those conditions but the best attack will be a frontal attack upon each problem..."

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just as great an injury to that family as that suffered by a family whose children contract pneumonia because of inadequate heat in a low-rent dwelling.

In short, payment of more than a fair share of the family income for a decent home may result in the family's suffering many hardships that, in combination, are equal to the factors that we now consider as basic to eligibility. Certainly, therefore, we should accept the applications of such families and the degree of their eligibility should be based upon the ultimate effect that the excessive rent payment has upon their total well-being. This approach may be somewhat intangible and speculative -- yet it is worthy of our serious consideration.



COOPERATIVE VEGETABLE-FRUIT MARKET IN HOUSTON PROJECT

A really functioning and successful Co-op has been developed at Sam Houston Gardens, a 200-unit war housing project in Meadowbrook, situated twelve miles from the City of Houston. From the Housing Authority of the City of Houston comes this story of how the Co-op started and now functions:

"I became tired of seeing tenants pay 15 cents for three shriveled carrots," Mrs. Marion Grace, the Home Counselor at the project, relates. The only grocery store for Sam Houston Gardens is a small village shop with inadequate and expensive fruits and vegetables. In the City of Houston there is a Farmers Market where unlimited supplies of all fresh fruits and vegetables are available in wholesale lots.

How the Plan Operates

Out of these two facts the idea for the Co-op was born. The step-by-step plan of operation follows:

1 -- Money for purchasing the first order was contributed by some fifty tenants in amounts of 50¢ or more each, according to the amount of buying power desired.

2 -- Two mornings a week have been assigned for conducting the Co-op: Tuesday and Friday. Previous to those days, the Home Counselor posts on the bulletin board in the man-

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UNION CONTRACTS FOR HOUSING EMPLOYEES

"Two notable union contracts on behalf of Vallejo Housing Authority employees have been negotiated in recent months by Authority officials and representatives of the American Federation of Labor," the April issue of the Vallejo Housing Standard announces. "The first agreement ever concluded (to this publication's knowledge) between a public housing authority and the Office Workers Union was signed on February 14. VHA had already, on October 1, 1943, come to terms covering about 125 maintenance employees with the Solano County Building and Construction Trades Council. The contract was the first of its kind to be signed in the Federal Public Housing Authority's Region X and (we believe) the second in the country. Both agreements contain maintenance of membership clauses, tantamount to a closed-shop operation.

"Terms of the maintenance contract provide for a 40-hour week with time and a half for overtime, 26 days annual and 15 days sick leave per year. The following monthly wage scale was set up: carpenters, painters, plumbers, electricians, truck drivers, plasterers and cement finishers, roofers, sheet metal workers and unclassified craftsmen, \$216.60; building laborers, \$180; foremen, \$231.60."

GROUP TRAINING FOR FIREMEN

Joseph C. Gray, Acting Assistant Director for Management of the Region III office of the Federal Public Housing Authority, reports as follows on a group method of training firemen:

"The United States Office of Education in collaboration with the Regional Maintenance Section and the Management Training Adviser drew up a rough outline of training for firemen. This outline was taken to the Virginia State Board of Vocational Training, which, in

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turn, appointed one of their area janitor supervisors (who train school janitors) to do this training for Region III in Virginia. (The same procedure has been followed in Delaware and Maryland.)

"An appointment was made at that time for this trainer to meet the Management Training Adviser at one of the projects where training was to be given. A day was spent in becoming familiar with the type of equipment in use. Classes were held at 1 and 9 pm at the change of shifts for about ten firemen each and the maintenance men in charge of the equipment. While it was not possible to arrange for all these men to be present during their work time, the others were made to understand that compensatory time off would be given them.

Interest Is Great

"Each group had three classes, scheduled for one hour each. However, the interest was so great that it usually took from 75 to 90 minutes. The instructor used a blackboard to illustrate his points -- drawing pictures of the part or operation.

"After the second session, the instructor put on his coveralls and demonstrated to the individual fireman the method of firing best adapted to that particular furnace, the care of the fire, and the equipment and also pointed out what inspections should be made and how to take care of emergencies.

"All training in Region III has been done on the project either in an assembly room or the furnace room."

EVEN MANAGERS LEARN

"Even Managers Learn"-- that is the headline under which the following item appeared in an issue of Housing News, monthly newsletter of the Housing Authority of the City of Los Angeles:

"Small doses of learning are being given to housing managers at their semi-monthly meetings. Instructor is Jess N. Swanson, Per-

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agement office the probable fruits and vegetables obtainable at the market. On Monday and Thursday, orders are placed by the tenants in a box in the office.

3 -- For each market day there is a tenant chairman and eight sub-chairmen in charge of conducting business. On Mondays and Thursdays this group lists the kind and quantity of produce to be purchased to meet individual orders.

4 -- At 7 am on Tuesdays and Fridays, the Home Counselor makes purchases in bushel and case lots at the Farmers Market in Houston, transporting the goods to the project in her car. When the loaded car drives up to the project, her job is completed. The tenant committee takes over entirely from that point forward.

5 -- The committee for the day fills all individual orders that have been placed in advance by Co-op members, doing all the weighing and sorting. (The weighing is done on the clinic baby scales.) The chairman checks the money on hand, compiles orders, and checks sub-chairmen at the end of the selling day. As already stated, there are eight sub-chairmen. Each sub-chairman has a group of women under her who work once each month, which enables all Co-op members to participate in the enterprise. Thus, all actually see why certain rules must be followed. They all feel the Co-op belongs to them and the responsibility is accepted and the work done without confusion or loss of time. The tenants want to work for any such plan as the Co-op, which affords them savings in both time and money.

6 -- In filling orders, all goods are taken as they come, with no picking-over allowed. As the orders are filled by the committee members, they are placed on newspapers. Each purchaser brings her paper sack. The exact cost to a penny is determined and this amount is paid, so that the money spent for the produce is returned to the "kitty."

7 -- The kind of produce includes whatever is in season -- lettuce; bushel baskets of beans; gunny sacks of potatoes; crates of pears, apples, grapes, and tomatoes. No item is too perishable or ordinary to handle.

8 -- After the orders are all filled, the room (which is corridor-like and used by maintenance) is thrown open to other tenants who have not formally joined the Co-op, and any excess products are sold. This selling continues until 12 noon. Not so much as a string bean has ever been left over. The prices, because of bulk purchase, are far below those in the village store and the accessibility makes such purchases even more attractive.

A Successful Record—Future Plans

The Co-op has now been functioning for three months and no marketing day has yet been missed. Participation has grown from the original 50 members to 122 -- 122 members out of 200 families. The "kitty" now contains nearly \$80, which is spent twice each week.

Since the Home Counselor uses her private car to transport the produce, it can readily be seen that any indispos-

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tion on her part (or on the part of the car) would stop the functioning of the Co-op. However, a few of the tenants at Sam Houston Gardens have cars and have promised to step in and do the shopping whenever an emergency arises. Moreover, arrangements are being considered under which the tenants will carry the entire program if this difficult problem of transporting the products can be worked out. The tenants are now working on a plan with a nearby truck owner to haul the vegetables, the cost to be added to the cost of the produce. Under the plan it will still be possible to distribute fresher and better fruit and vegetables at less than the retail cost -- even including the cost of hauling, if such a plan materializes.

SURVEY TO DETERMINE OCCUPANCY STATUS

by Ruben Neuharth, Housing Manager
Encinal War Housing Project, Alameda, California

In the Utopian planning of clean, uncrowded dwellings for essential immigrant war workers, the government saw to it that "occupancy standards" were established to assure an uncrowded and healthful living condition for each family. However, the government overlooked one thing: human nature has not yet reached the Utopian stage. Where families of four or six have lived for years in one or two rooms, all this extra space the government insists that they shall occupy and pay for must seem a silly waste. In these instances, it is scarcely surprising that our tenants begin filling the surplus rooms with aunts, uncles, cousins, and roomers.

It is a situation all war housing projects doubtless are facing with some degree of perplexity. How to induce all tenants, in the interests of sanitation, safety, and good health, to live according to the occupancy standards set up for them would seem to require some special brand of genius.

What To Do?

On a large housing project of 1200 or 1500 units (Encinal contains 1240), it is impossible, with the limited personnel available, to keep accurate check on the private lives and living conditions of every tenant. Therefore, the uncovering of these cases of overcrowding or insufficient occupancy is largely accidental. In fact, it is usually the by-product of three simple office routines: (1) the following up of notices of terminations of war employment which are sent to us by the employer; (2) the investigation of complaints made by tenants; and (3) routine sanitary and safety inspections.

The far-reaching effectiveness of these three office routines has given them an importance far beyond their intrinsic functions. In following up a complaint about a neighbor's excessive noise, it is often discovered that the unusual sounds are the result of too many people living in the offending unit. And sanitation and safety inspection has proved one of the most prolific ferrets for digging out these cases.

When tenants are questioned by the management about the number of people occupying their units, it has been found that they are generally truthful. It would seem to be a

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sonnel Supervisor, who calls the course 'Public Housing Administrative Planning.'

"Executive Director Howard L. Holtzendorff has appointed new standing managers' committees instructed to delve into various problems and come up with some answers. Appointees to the Committees serve for three months. The Committees operate under the following titles: Committee on Administrative Reviews; Committee on Utility and Operating Services, and Committee on Maintenance Review."

VICTORY GARDEN PRIMER

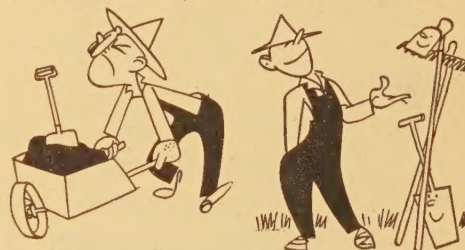
Seven Steps to Success

1— Plan your garden 2— Choose good soil



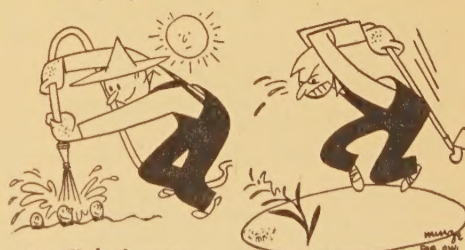
3— Fertilize well

4— Use basic tools



5— Water well
in dry spell

6— Keep down weeds



7— Fight insects



★ ★
Sketches by Mudge
for OWI -- used in
April 24, 1944 issue
of Victory Bulletin

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New Division Members

Abel, Stanley - Area Management Supervisor, Region X, Federal Public Housing Authority, Phoenix

Ashby, Charles D. - Assistant Project Manager, Housing Authority of the City and County of San Francisco

Bacon, M. Carle - Management Supervisor, Akron (Ohio) Metropolitan Housing Authority

Barasch, Jacqueline - Staff, New York City Housing Authority

Berner, H. C. - Superintendent of Maintenance, Housing Authority of the City of Needles (California)

Boughner, Francena J. - Secretary to Executive Director, Housing Authority of the City of Richmond (California)

Bremer, R. A. - Area Management Adviser, Region VIII, Federal Public Housing Authority, Fort Worth

Carlson, Jane C. - Staff, Akron (Ohio) Metropolitan Housing Authority

Carpenter, James W. - Federal Public Housing Authority, Washington, D. C.

Carter, H. P. - Manager, Cuney Homes, Houston (Texas)

Cunningham, Reba - Project Manager, Irvinton Courts, Houston (Texas)

Davis, G. P. Roy - Housing Manager, Coronado Homes, Machovec Homes, Federal Public Housing Authority, Dumas (Texas)

Dozier, Melville, Jr. - Executive Director, The Housing Authority of the County of Los Angeles

Eriksen, Eleanor - Area Rental Supervisor, Housing Authority of the City of Valelo (California)

Fisher, Robert - Senior Housing Management Adviser, Region VIII, Federal Public Housing Authority, Fort Worth

Gagnon, Elmer E. - Project Manager, Ohio Cutting Dormitories, Richmond (California)

Geary, Benjamin T. - Housing Manager, Erie War Housing Project, Federal Public Housing Authority, Erie (Pennsylvania)

Gilbert, Warren A. - Assistant Director, Management, Region VIII, Federal Public Housing Authority, Fort Worth

Ginn, Thomas P. - Area Management Adviser, Region VIII, Federal Public Housing Authority, Fort Worth

Hammett, Gladys B. - Leasing and Occupancy Supervisor, Willow Run Village, Federal Public Housing Authority, Ann Arbor (Michigan)

Harader, D. D. - Manager, Lincoln Heights, Tacoma (Washington)

Hart, George B. - Housing Manager, Wichita Falls (Texas)

Heerd, Henry C. - Manager, Trailer Projects, Housing Authority of the City and County of San Francisco

Heyn, William P. - Senior Housing Representative, Region VI, National Housing Agency, Chicago

Howden, Marion Beers - Regional Management Adviser, Region X, Federal Public Housing Authority, San Francisco

Jansson, Marie S. - Staff, Housing Authority of the City of Vallejo (California)

Johnson, Faustina N. - Housing Manager, Housing Authority of the City of Los Angeles

Kane, John P. - Assistant Director for Project Management, Region II, Federal Public Housing Authority, New York City

Keister, Harvey - Manager, Akron (Ohio) Metropolitan Housing Authority

Kenny, Thomas - Staff, New York City Housing Authority

Klatt, Beatrice - Manager's Aide, Housing Authority of the City of Needles (California)

McGloin, Ann - Management Supervisor, Housing Authority of the City of Corpus Christi (Texas)

Miller, Verna C. - Assistant Manager, Navy Point War Dormitories and South Gate War Dormitories, Housing Authority of the City and County of San Francisco

Moriarty, John J. - Comptroller, Boston

case of: "When you're caught up with, you'd better come clean. You don't know how much the management already knows."

The Reasons Behind the Condition

It is entirely understandable, the impulse which makes these people crowd up to give help to relatives and friends in need. The explanations are straightforward and simple. It has been this Management's policy to preface anything we have to say on the subject by admitting to the tenant that we thoroughly understand his feelings and recognize them as a natural and unselfish impulse to want to give aid under such circumstances. BUT . . . What then follows is dictated by the peculiarities of each individual case. If the unit is impossibly crowded, the tenant is advised that the irregularity will have to be corrected within ten days. At the end of the ten days, a check is made to ascertain that the correction has been effected. It is surprising how consistently the correction is made. People who have said that, positively, they had no place to which they could go, miraculously find lodgings within the ten day period.

In cases where a check with our Tenant Selection Office indicates that the "extra family" is only eighth or fifteenth in line for a house, and the condition shows evidence of correcting itself by natural causes within a plausible length of time, the tenant is advised that nothing will be done at present -- but if he creates or permits such a condition again, he is jeopardizing his own housing.

A 400-Unit Survey

These cases are the extreme ones and in the minority, as established by our recent survey of the 400 Negro-occupied units of the 1240 units in our Encinal Project. The survey was made by means of a mimeographed form which requested that each person now living in the units canvassed be listed. The form provided spaces for this listing and for noting the relationship of those persons recorded to the head of the house; also their sex, age, employment, and location of employment. When the head of the family had completed this form correctly (as nearly as could be determined), and had returned the completed form to the Management Office, the information was compared with the listings on the original application card. Where both listings were identical, the new survey form was filed away in the tenant's folder without further concern.

However, in all cases where the family had increased beyond the original occupancy status (except in the instance of new babies or a small grandchild added to the family, etc.), or if the survey revealed that only two of the original family remained -- with two or more children replaced by strange names, or not replaced at all, indicating two people occupying a one-, two-, or three- bedroom unit -- these tenants were sent call notices requesting them to report of the Management Office. Each of these tenants was carefully interviewed and courteously questioned. When their explanations seemed to conflict with either or both the original application and the survey, they were assisted to complete the survey form correctly and bring it up to date.

Interesting Facts Revealed

This survey and the subsequent interviews revealed some interesting and noteworthy facts about our tenants. Where

units were revealed to be overcrowded by two or three extra people, the story was almost invariably the same. A brother, a sister, or an uncle and family had come out to this section to get a war job, and couldn't find any place to stay. Another curious fact is, in many cases where the additional occupants stated they had applied for housing at the company for which they worked and at the Tenant Selection Office, investigation would disclose that they had never taken their Referral Slip to the Tenant Selection Office at all. They were under the impression that application at the Employment Housing Office was sufficient. Their Referral they were holding as a sort of receipt.

Another condition encountered too frequently for coincidence is the presence of children indicated on the application form, yet not appearing on the survey. Investigation often bared facts that looked suspiciously as though the applicant had invented the children in order to get a larger apartment. Then roomers were taken in. We have no proof of the amount of rent the roomers are charged, but two or three roomers (in place of the two or three children supposed to be in residence) can net a nice little side income for the tenant. That this is a fairly frequent practice is strongly indicated by several requests this office has received (from those tenants conscientious enough to bother about making a request) for permission to replace a drafted member of the family with a boarder. During such interviews, something inadvertently will be mentioned about how much it helps financially when you have a boarder. One man stated laughingly that if he could have two boarders, he could make enough to pay his entire rent and have some left over. There is little doubt that this is being done.

In Percentages the Story Is . . .

Breaking down our occupancy survey into percentages, we would estimate that about 65 per cent of the 400 families covered show listings different from those on the original applications. Of this 65 per cent, a good 40 per cent were either over or under the occupancy standard. Inasmuch as at least half of this 40 per cent were either on the verge of clearing up their difficulties, due to houses becoming available shortly for the extra family, or were willing (in many cases even eager) to be transferred to a suitable apartment (which we, the Management, were unable to supply), the list of this group was filed away for future reference.

It might be mentioned at this point that the very small turnover in Negro apartments was one of our biggest stymies, and will doubtless continue to be so. However, each tenant who indicated a willingness to be transferred to a suitable unit was requested to fill out the usual application form, which at least indicated, in our records, the tenant's willingness to abide by housing regulations. And, though improbable, it is always possible that such a transfer may eventually be effected. In those instances where the "extra family" was on the verge of getting its own house, the tenant was advised not to let a similar situation arise again with other relatives and was warned that, when any additional person was to be added to the family, the Management Office must first be consulted.

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Housing Authority
Olson, O. H. - Executive Director, Housing Authority of the City of Pasco (Washington)
Oswell, Naudin - Staff, New York City Housing Authority
Peterson, Louis H. - Comptroller in Charge of Accounting, Housing Authority of the City of Richmond (California)
Pinel, Stanley - Director of Public Works, Willow Run Housing Community, Federal Public Housing Authority, Ann Arbor (Michigan)
Porter, Mary - Tenant Aide, Skyway Park Homes, Federal Public Housing Authority, Osborn (Ohio)
Shapiro, Jack - Associate Housing Management Analyst, Management Review Division, Region II, Federal Public Housing Authority, New York City
Shubat, Frank - Staff, Housing Authority of the City of Richmond (California)
Simmons, Eleanore - Manager, Cole Avenue Homes, Akron (Ohio) Metropolitan Housing Authority
Sloan, Charles A. - Maintenance of Projects and Construction, Housing Authority of the City of Richmond (California)
Spiggle, Miriam R. - Manager, Wilbeth-Arlington and South-East Homes, Akron (Ohio) Metropolitan Housing Authority
Strothoff, Charles F. - Executive Director, Housing Authority of the City of Richmond (California)
Timmerman, Oren J. - Superintendent of Maintenance, Housing Authority of the County of San Bernardino (California)
Turner, Joe Martyn - Manager, Fair Mount Trailer Park, Housing Authority of the County of Contra Costa, El Cerrito (California)
Wahl, Erich - Housing Manager, Wm. J. McKeever Homes, Detroit
Washington, George W. - Resident Manager, Magnolia Street Housing Project, New Orleans
Webster, Merritt - Assistant Director, Housing Authority of the County of Marin (California)
White, Robert - Manager, Lugonia Homes Project, Housing Authority of the County of San Bernardino, Redlands (California)
Williamson, d. R. - Housing Manager, Victory Homes Annex, Victory Homes Trailers, Housing Authority of the County of San Bernardino, Barstow (California)

Subscription Members

Federal Public Housing Authority, Library, Washington, D. C.
Herman, Minnie - New York City

OBLIGATIONS OF WAR HOUSING MANAGERS TO THEIR JOBS

At a conference of Region V housing managers early this year in Cleveland, Carleton F. Sharpe, Regional Director of FPHA, made the following statements as a part of his opening address to the meeting:

"Another obligation of the manager should be to understand the people being housed in this war housing program. I visited a field office recently and heard stories about

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project tenants told in a spirit of derision . . . I think that type of criticism indicates the need for a more social approach to our jobs. There is too much of a tendency to disregard the tenants and to consider the structural housing an end in itself. There is not enough effort made to satisfy our customers or to lead the occupants in a program designed to produce a clean well-run community. . .

"In the management of a public housing project, as well as any other job in the Federal Government, you should be thoroughly conscious that you also are a representative of your Government. . . it is important that you conduct yourselves and your business in a manner which will bring credit to the Federal Government. . . "

CREATING GOOD WILL THROUGH COURTEOUS HANDLING OF TENANT APPLICATIONS

J. A. Fowler, immediate past President of NAHO and the Executive Director of the Memphis Housing Authority, says:

"In these critical housing days the average housing authority is being flooded with applications. Except in the war housing field, most of the applicants are ineligible. In both war and low-rent housing we turn away discouraged the greater part of those who apply.

"I hope we are utilizing the opportunity to make friends for public housing. If our Managers and Application Clerks are taking the trouble to explain the situation and to describe the objectives and are doing so in a pleasing manner, much valuable good will could be created. You meet with so much indifference and discourtesy from sales people nowadays that courtesy in a housing office could not help but make an impression."

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This distribution of findings left about 13 per cent of the total (or the extreme cases) on which we had to effect immediate action. A considerable number of this final group agreed to correct the situation at once, and at the end of a week or ten days advised us that they had done so.

Problem Families

Eventually our survey activities were narrowed down to fourteen "problem" families. In handling these cases, where tenants seem conscientiously to be trying to find a solution, it has been Management's policy to be as reasonable and helpful as possible. Sanitary and safety inspections were made of all fourteen units. In ten of these cases it was found necessary to write an alternative notice of "clean up in ten days, or you will be asked to vacate." At the time of the sanitary inspection the tenant was advised that such a letter would be delivered, and that at the end of the ten-day period another sanitation and safety inspection would be made. Thus the tenant is given every opportunity to prove that his overcrowded condition does not create a health hazard. The tenant is also advised, at this time, that a clean and sanitary condition of the apartment on the follow-up inspection will encourage the Management to do everything in its power on their behalf.

It is perhaps well to mention that only three units have been discovered where the original tenant has completely deserted the premises and turned it over to a friend. If there had been others, we are confident the thorough conduct of this survey would have revealed them.

The Personal Contact Is Important

It is the opinion of this Management that of equal, if not greater, importance than the data compiled is the personal contact established between Management and tenants. These tenants now understand that Management can be a friend if they will only lend their efforts toward avoiding violations. They understand why these rules and regulations are made, and they seem to have a new respect for the Management Office, as indicated by the increase in "requests for permission." There is almost a child-like eagerness being displayed to keep within the good graces of the Management Office. And it is always pleasurable for Management when it is possible to grant these requests.

We are now in the process of covering the entire housing project with a second Occupancy Survey.

FLOOR MAINTENANCE

By Robert C. Brown, Instructor in Building Custodianship,
Department of Industrial Extension Training Service,
School of Engineering, A and M College of Texas

Kinds of Floors

<u>Softwood</u>	<u>Hardwood</u>	<u>Resilient</u>	<u>Hard Surface</u>
Pine	Maple	Linoleum	Concrete
Fir	Oak	Cork	Tile
	Beech	Asphalt tile	Slate
	Birch	Mastic asphalt	Terrazzo
	Pecan	Sheet rubber	Magnesita
		Rubber tile	Marble

Common Maintenance Jobs

Scrubbing	Sweeping
Mopping	Removing gum, candy, vomit, marks, rubber burns, etc.
Oiling	Removing stains, ink, lipstick, crayolas, iodine, water marks, fruit, etc.
Sealing	
Waxing	

Scrubbing and Mopping

- Find out the type of floor and finish to be cleaned.
- Choose the right method for the job to be done. The right method on one finish may be the wrong one on another.
- Decide upon scrubbing or mopping.
 - Scrubbing and mopping are different jobs. Scrubbing is a thorough cleaning job. It should leave the floor with no streaks or spots and with its natural color. Mopping is merely the use of a wet mop or cloth to remove the surface dust or dirt.
- Decide when the work is to be done.
- Choose tools and materials that will be needed.
 - See that these tools are in good working order.
 - Have them all at the job on time.
- Depend upon mechanical rather than chemical means.
- Use as little cleaner as will do the work of removing dirt.
 - Cleaning solution should be just strong enough to remove dirt. Strong solutions will injure a floor.
 - Alkaline solutions mix with oils on a floor and form a soap.
 - Apply cleaning solutions to a small area of a floor at a time.
 - Amount of cleaning solution to be used will depend upon the kind of agent used and the surface to be cleaned.
- Scour with a steel wool pad, steel wool mop, or scrubbing brush. Steel wool mops or pads scour without furring up the grain of the floor materials.
- Pick up all dirty materials as soon as possible.
 - Use a floor squeegee if possible as it aids in cleaning.
 - Make this clean-up as thorough as possible.
- Rinse this area with warm water.
 - Use clean scrub mop when rinsing.
 - Wring mops in a wringer bucket.
 - Pick up rinse water as soon as possible.
 - Use as little water as will do a good job.
 - Water allowed to stand on wood will raise the grain and also will swell and warp it.
- Dry floor as much as possible with a floor mop used for rinsing.
- Repeat this method on each small area until entire floor is cleaned.
- Work backward so as to keep from tracking floor already cleaned.
- All uncoiled floors and those listed as resilient floors

should be scrubbed with neutral soap and warm water.

- In most cases these floors will require mopping only.
 - Alkaline or harsh cleaners will ruin these surfaces.
- Ceramic tile are vitrified and are used in floors of bath, toilet, and shower rooms. They are usually white and very hard to keep clean.
 - One pound of oxalic acid dissolved in a five gallon container of warm water and then applied to the tile (for 30 minutes) and neutralized with a vinegar bath will remove any dark spots or stains.
 - Water and cleaner do not injure these floors as in the case of wood.
 - They should be cleaned often enough to keep them clean and sanitary.

Oiling

- There is some question as to the wisdom of oiling floors of any kind. Most people recognize the fact that oil softens the fibre of most materials so that traffic wears it away more easily.
- The advantages given for oiled floors are that it keeps down dust by adhesion, is easy to apply, saves sweeping compound, and that the first cost is less.
- The disadvantages are a tendency to use too much oil, collects dirt and becomes discolored, stains easily, tracks to other places, soils shoes and other clothing that comes in contact with the floor, sweeping rubs dirt into the oil on the floor instead of removing it, and adds to the fire hazard.
- If floor oils have to be used, they should be used sparingly for it is much better to put on thin coats than thick ones. This is done best with a pressure spray with a room temperature of 78° or more.

To be continued in July Bulletin

Continued in next column

HINTS TO THE HOUSING MANAGER

TENANT TRANSFER PROCEDURE

► Mrs. A.R. Hill, Acting Manager of Henry Grady Homes in Atlanta, reports a 416-man-hour saving during 1943 as a result of a "mutual transfer" system followed in moving tenants within the project to meet changes in occupancy status. She anticipates a 480-hour saving for 1944. The system is described by Mrs. Hill as follows:

"An evening meeting is planned to which prospective 'transferees' are invited. At this meeting procedure is discussed, after which tenants are given a list of available apartments from which to make a choice. When the choice is made, the tenants agreeing to exchange apartments report to the Manager. Each tenant agrees to leave his apartment 'broom clean' and at the same time is made to understand that no windows will be washed or any cleaning of any kind done by the management.

"A list of 'transferees' is given to the superintendent, who is asked to contact tenants and work out with them a moving schedule as well as make a survey of essential painting to be done in each apartment.

"To illustrate: Mrs. X, who lives in a four-room apartment, is to transfer to a three-room apartment and Mrs. Y who occupies a three-room apartment is to transfer to a four-room apartment. It is agreeable to both tenants that they shall start moving around 4 or 4:30 pm on a specified date. The painters are sent to Mrs. Y's apartment at 9am on that date and are out by 2pm on the same date. Only the walls are painted in this apartment on this day. On the following day, the four-room apartment,

now occupied by Mrs. Y, is painted, including trim. The trim of the three-room apartment, now occupied by Mrs. X, is completed on this day. On successive days, other exchanges are made in the same manner, without loss of rent.

"From experience we have found that this procedure of painting the small apartment first saves both the time and energy of the painter as well as the tenant, because in each case we are dealing with either less furniture or more space.

"It is estimated that the average time required to clean a vacant apartment in Grady Homes is 16 man hours per apartment. This includes washing all oil painted trim, e.g., door panels, window strips, cabinets, window panes, window screens, bathroom fixtures, refrigerator, range floors, brushing closet walls, and cleaning shelves. In using this shift system, all unskilled labor is eliminated, thus a saving of 16 hours per apartment or 32 hours per complete transfer is realized.

"Tenants are allowed to keep their same keys by shifting cylinders."

STAINS ON GYPSUM BOARD

► FPHA's Technical Division states that, due to some imperfection in materials used in the manufacturing process, gypsum wall board sometimes shows irregular brown stains a day or two after being painted. The Division states that the difficulty has been met on some projects by using a paint which is free of the usual paint oils, such as resin-emulsion paints. Some such paints have covering and hiding power sufficient to produce an acceptable appearance with one coat, without primer or sealer. Such paints meet Federal Specification TT-P-88 and can be

supplied by, for example, the Cook Paint and Varnish Company, Kansas City, Missouri; Muralo Company, Staten Island, New York; National Gypsum Company, Buffalo; Preskote Paint Company, New York City; Sherwin Williams Company, Cleveland; United States Gypsum Company, Chicago; Wilber and Williams Company, Boston; William Zinsser, New York and Chicago.

ENCOURAGING TENANT GARDENS

► Adeline Brandt, Assistant Manager of the Great Falls (Montana) Housing Authority, reports that in the Authority's drive for victory gardens in its projects this year about a third of a yard of fertilizer was purchased for each tenant. Realizing that some tenants would want more than others, it was unloaded at convenient places throughout the project areas and tenants were urged to take all they wanted. Also, grass seed was provided by the management for replanting worn areas, and broken hedges, bushes, and trees were replanted as added stimuli to tenant effort. In July, cash prizes of \$10 and \$5 for each project are to be awarded for the best maintained front and back yard combinations, plus the award of certificates for excellency of grounds care to some half dozen top-ranking tenants. Bulletin announcements, with illustrations, are repeated every week or more, reminding tenants of the prizes, and selling them on the usefulness of gardens.

SAFETY COMMISSION

► Tenants of the three projects in Redbank (Maine) have formed a Safety Commission. At meetings held to date, the group has discussed and investigated the activities of the Police and Fire Departments in the area with the idea of making definite recommendations for rendering such services more effective.